

Headquarters U.S. Air Force

Integrity - Service - Excellence

Senior Enlisted Leadership Development



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Overview

- **Initial Approach**
- **CMSgt Anomalies**
- **Plan Development**
- **Long-Term Issues**
- **Summary**

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Initial Approach

- **Determined FY04 activity range: Simultaneous Action**

- **Searching our opportunities**
- **Identifying audiences**
- **Validating requirements**

- **Exploratory Year**

- **Focused on incumbents**

- **Observe other senior leader practices/note applicability**



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CM Sgt Anomalies

- **Development is not for future promotable position**
- **Strategic positions are nominative/commander involvement**
- **No predictability/guarantee of seeking strategic jobs**
- **Generalization from CM Sgts is they needed previously**



Plan Development

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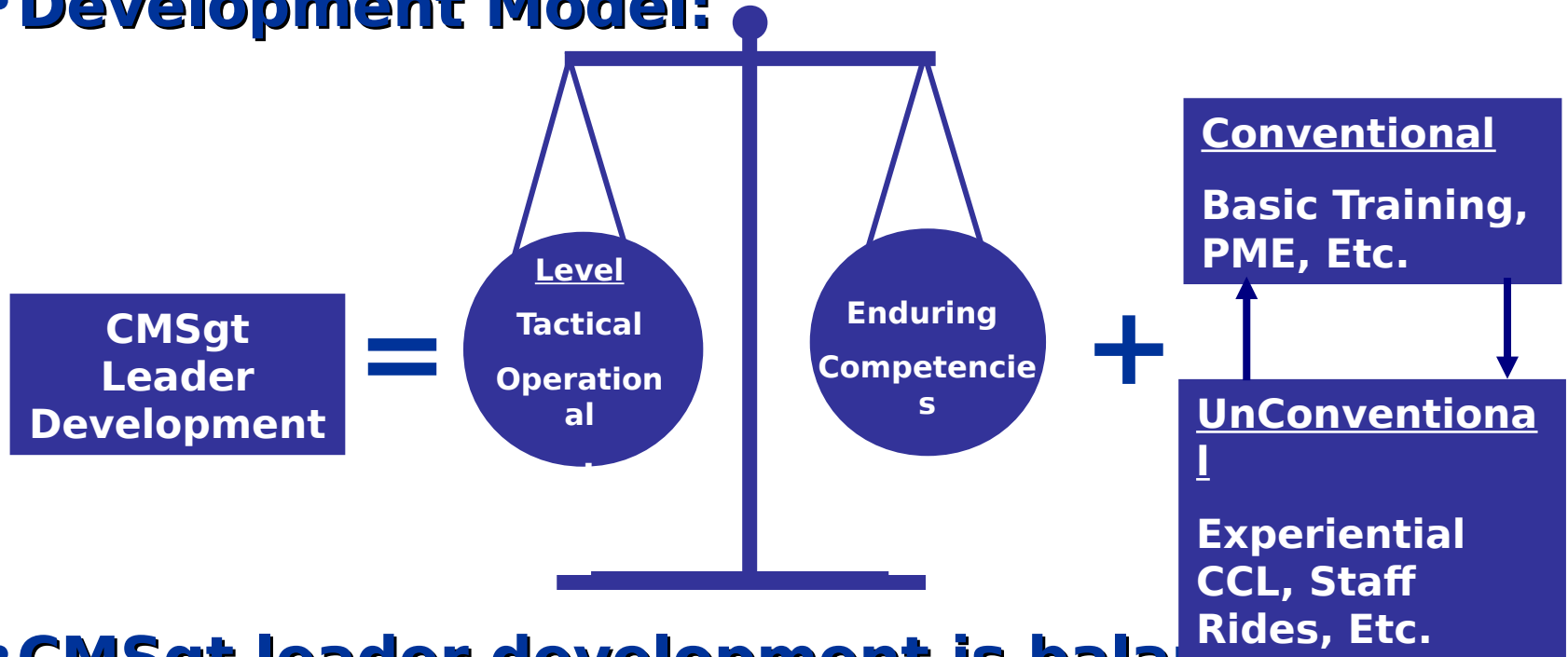
- **Objective: create a plan generalized to all CMSgts ready for strategic level responsibility (recognized potential)**
- **Multi-stage approach that addresses key enduring competencies (self, team, & institution) beyond E&T**
 - **Stage 1: CCL LDP—gain self-awareness of leader behaviors and personal interactions**
 - **Stage 2: Gettysburg (GLE)—use self-awareness to understand individual & unique leader/follower style**
 - **Stage 3: Undefined—considering use of**



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Plan Development (con't)

- **Development Model:**



- **CMSgt leader development is balancing the level of position and application of enduring competencies combined with conventional & unconventional learning**

- **Experiences come from many different**

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Plan Development ***(con't)***

Personal

Do I exercise sound judgment?

Do I adapt?

Do I inspire trust?

Do I lead courageously?

Do I demonstrate tenacity?

Do I lead by example?

Do I assess self?

People/Teams

Do I inspire, empower and exercise authority?

Do I influence and negotiate?

Do I attract, develop, and retain talent?

Do I foster effective communication?

Do I foster teamwork and collaboration?

Do I mentor, coach, counsel?

Institution

Do I shape strategy?

Do I translate strategy?

Do I think/work across boundaries?

Do I apply resource stewardship?

Do I drive execution?

Do I command?

Do I create and demonstrate vision?

Do I drive transformation?

Do I drive continuous improvement

Do I integrate systems?

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Plan Development (con't)

LDP

GLE

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Long-Term Issues

- **Establish systematic method of identification/selection**
- **Determine & define tracking/completion of development**
- **Tie Development path to strategic positions**
- **Articulate development path timelines/stages/culture**



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Summary

- **Initial approach helped identify uniqueness of CMSgts**
- **Targeting appropriate CMSgts is difficult**
- **Multi-stage plan applies universally to all potentials**
- **Creating use of CMSgt development to positions critical**